UCAR Members
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28% of a Year

• Tradition
  – A Year in Review (in written report)
    • Management changes
    • Research, Facilities, Service highlights
    • Promotions
    • A little bragging (much to brag about)

• This Year – partial year – new Director – break from tradition – key areas of work over the last 3 months
Philosophy

• What actions can we take to make a great institution more efficient and effective?
  – Target list based on wide-ranging conversations
  – Your opportunity to add comments, additions, subtractions
(1) Are we thinking strategically?

- **Current Strategic Plan:** Inclusive; many targets of “improved understanding;” doesn’t sufficiently guide investment/management

- **Proposed Themes:**
  - Imperatives – what we must be successful at to be a national center
  - Frontiers – the new directions that require new investment and new partnerships
  - Fabric – collegiality, community, mentoring, international role

- **Key:** Clear priorities, actionable, demonstrable
(1) Are we thinking strategically? (continued)

– Process:
  • Units, groups – follow template (build from units)
  • Strategic Planning Council – broad thinkers; 4 BOT members
  • “All hands” presentations
  • Executive Council – budget and test “doable”
  • Community Input throughout – all advisory boards must meet; Council membership includes BOT; NSF; UCAR community meeting
(2) Is management organized to be successful?

- Management costs at NCAR – how can we reduce costs and increase dollars for our science, facilities and service mission
  - Combined ASP/Deputy Director position is first example
- Access to Leadership
  - Number of levels and layers inhibit
(2) Is management organized to be successful? (continued)

– **Review of the Institutes**
  - Great objective and purpose
    - new venues for University-NCAR interactions
    - new and innovative research directions
    - research that would cross traditional boundaries
  - The three (ISSE, IMGae, and TIIMES) are very different – note IMGae is highly regarded
  - Issues (survey results from 66 individuals involved in Institutes)
    - Budget (sufficient / competing no net gain / difficulty in planning)
    - Burden on scientists (more supervisors for the same dollars; more reporting)
    - How much would happen anyway?
    - Is there a better way to organize?
(3) Do we have a sufficiently deliberate focus on our external relationships?

- New partnerships (particularly for frontiers?)
- Relationships with universities
- A comprehensive look at graduate fellows, post-doctoral fellows, visitor programs
- Alternative funding sources – non-NSF
- Advisory Groups
  - 18 so far and counting; little conduit to the Director
    - Lab based; divisions with representatives on lab advisory committees; chairs or vice-chairs make up NCAR Advisory Committee (each chair hears reports of other labs – requests, needs, etc)
  - Increased science connectivity to the Director
(4) Is our reporting consistent, efficient and does it signal the importance of our objectives?

- Wealth of Reports – enormous effort
- Can we create a synergistic effort
  - Strategic Plan
  - Program Operating Plan (POP)
  - Annual Budget Review
    - Comments: way of life, starts as soon as it ends, what takes the greatest effort is the least used – need to be more effective, ensure timely iteration and feedback
  - POP Progress Report
  - NCAR Annual Review and Lab Annual Reviews
    - 100’s of pages – uncertain of the impact
(5) Do we ensure an appropriate connection between budgets and planning?

- **Strategic Plan (SP) with a budget**
  - 3 sources: Internal to the unit; NCAR; external
- **ABR** – need it to be effective and efficient and tied to SP
- **Budgets that ensure growth in units as individuals retire**
  - We have powerful and exceptional units – do we ensure renewal while also promoting opportunity for new directions? We need a good balance.
  - Retirement: Junior to unit; $ difference for new initiatives
(5) Do we ensure an appropriate connection between budgets and planning? (continued)

- **Transparency on our financial health**
  - Town meetings; working together
  - Philosophy - knowing the facts is less of a worry than not knowing?
(6) Do our review processes promote success in our mission?

- Reviewing our management/leadership team
  - Many seek accountability, but....
  - Promote good leadership through feedback
  - Develop a simple tool for all managers
  - Allow longitudinal analysis

- The ARG Process (Promotion Review)
  - e.g. Robust annual review that presages promotion review

- Key – are we sending the signals that promote what we value
(7) How can we enhance success through workforce management?

– Significant task underway for UCAR/NCAR
– Some Examples:
  • The notion of tenure vs. job security
  • Sabbaticals; leaves
  • Administrative position vs. administrative supplement
  • Exceptions vs. policies that are robust
(8) Can we promote an even more effective relationship between UCAR and NCAR

- Re-focusing our collaboration
  - Re-compete exacerbated issue
  - Many times solely a matter of communication
  - What are the real examples?
  - When do we need independence? When do partnerships improve efficiency?
• What Else?
• Comments on list so far?
• Beyond the list – other questions?